

Ventura County Solid Waste Management Department
Application for Reuse Assistance Grant
September, 2000

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Exhibit A: Application Cover Sheet Form

Applicant (or lead applicant): County of Ventura	
Department or Agency: Solid Waste Management Department	
Street Address: 800 S. Victoria Ave.	
Mailing Address (if different from street address):	
City & Zip Code: Ventura, 93009-1650	County: Ventura

Regional Participants (if applicable): Habitat for Humanity ReStore and the Technical Advisory Committee (includes the cities of Camarillo, Fillmore, Moorpark, Oxnard, Ojai, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks and Ventura).

Primary Contact (Name & Title): [REDACTED]	
Phone: [REDACTED]	FAX: [REDACTED]
E-mail Address: [REDACTED]	

Finance Officer (Name & Title): Jeanette Young, Fiscal Services Manager	
Phone: 805/654-2093	FAX: 805/654-3952
E-mail Address: jeanette.young@mail.co.ventura.ca.us	

Program Director (Name & Title): Gerard Kapuscik, Manager Planning & Recycling Division	
Phone: 805/648-9241	FAX: 805/648-9233
E-mail Address: gerard.kapuscik@mail.co.ventura.ca.us	

Assembly District(s): <u>Jackson</u> – 35 th District; <u>Strickland</u> – 37 th District; <u>McClintock</u> – 38 th District
Senate District(s): <u>O'Connell</u> – 18 th District; <u>Wright</u> – 19 th District

Brief Description of Project (3-5 Sentences): Grant funds are being requested to implement an innovative, high-profile regional campaign to promote greater use of Habitat for Humanity's ReStore—a fledgling program with the potential to be Ventura County's most important option for reuse of construction and demolition discards. Included in the request is the funding of labor, through the job training California Conservation Corps, to provide convenient, countywide collection of reusable building materials at construction sites and homes.

Total Grant Request: \$43,532

Certification: I declare, under penalty of perjury, that all information submitted for the Board's consideration for allocation of grant funds is true and accurate to the best of my knowledge and belief.

Signature: <u>Kay Martin</u>	Date: <u>8-31-00</u>	Phone: <u>805-654-2472</u>
Print Name and Title of Person Authorized by Resolution: Kay Martin, Deputy Director, Public Works Agency		

Exhibit B: Proposal Narrative

Introduction

Grant funds are being requested to implement a high-profile multimedia campaign to promote use of the ReStore—a fledgling program with the potential to be Ventura County's most important option for reuse of construction and demolition discards. The campaign will include newspaper ads; a direct mail package which includes a portable business card file with imprinted ReStore information and a "reminder" reuse/recycling reference card inside; information displays at key point-of-purchase/permit counters; phone book ads; a billboard; one-on-one contact with contractors pulling building permits, and regular reminders through the VCMAX publication and website. Fundamental to this proposal is the request to fund labor, through the job training California Conservation Corps, to provide convenient, countywide collection of reusable building materials at construction sites and homes.

Section 1: Need

Improving the diversion of construction and demolition discards (C&D) has been an important focus of Ventura County jurisdictions—both individually and collectively through the Technical Advisory Committee (TAC)—over the last several years. The TAC represents all jurisdictions in the County, serves as a regional program coordination group and is also advisory to the Local Task Force. Observations of incoming materials at local MRFs and landfills have confirmed the statewide consensus—that C&D remains a *significant* undiverted component of the wastestream. Aggressive efforts to site a mixed C&D recycling facility in Ventura County have failed due to high real estate values, zoning restrictions, and community opposition. With no local alternative for mixed C&D recycling, a *huge* potential exists for diversion from the C&D wastestream in Ventura County.

VCMAX—the Ventura County Materials Exchange—has been a popular reuse program since 1994. It operates by providing a "matchmaking service" for discards that are available and wanted. Although C&D materials are regularly diverted for reuse through VCMAX, the program is limited as it does not provide storage for materials that must be taken someplace immediately. Absent a physical storage location, this place is usually a landfill.

In 1997, the Solid Waste Management Department began efforts to establish a facility for the salvage and resale of reusable building materials. A C&D reuse store could divert a wide variety and a considerable volume of building materials from disposal. The SWMD initiated discussions with Habitat for Humanity and assisted in writing a business plan for a ReStore similar to Habitat's 52 other ReStores nationwide. This ultimately led to the opening of the Restore in September, 1999, in a small, donated space in the city of Ventura.

The TAC has been a supporting partner of the ReStore since its establishment. Earlier this year, the TAC expended \$2,300 in CIWMP fees to promote the facility. This promotional effort, supplemented by efforts of local jurisdictions, included Spanish-language radio ads, a live broadcast, ads in a weekly classifieds magazine, promotional utility bill inserts, distribution of fliers at counters, and a display at a large Home & Garden show. This relatively minor promotional effort proved to be *critical* to the survival of this fledgling reuse program. With the increase in sales that resulted from the publicity, the Habitat for Humanity board of directors, which had been considering shutting down the ReStore, instead approved funding for a new, larger location.

In June 2000, the new ReStore warehouse opened. This facility allows for expanded storage of materials, so the ReStore now has the potential to be the County's most significant option for diverting C&D materials through reuse. However, to cover expenses the larger facility must generate considerably more revenue. Habitat for Humanity's mission as a nonprofit is to build simple, affordable housing for people in need. The ReStore exists to serve this mission, and so it must not only meet expenses, but contribute revenue toward the nonprofit's mission. Habitat for Humanity *cannot subsidize the ReStore*. The long-term success of this important, new, full-scale C&D reuse facility will likely be determined during this first critical year.

The ReStore is operated by Habitat for Humanity volunteers, with one of the biggest challenges being arranging for collection of materials. The primary driver for collections is 82 years old, and without assistance, he is unable to load materials into the truck. Many opportunities for donations are missed because collection cannot be provided.

Another C&D related promotional effort conducted via the TAC was a direct mailing to contractors and specialty tradesmen with information on a wide variety of local C&D recycling and reuse options, including the ReStore. A follow-up survey revealed that 41 percent of the people remembered receiving the material.

Based on our experience with this outreach effort, from the recent ReStore promotional effort, and from the last 11 months of ReStore operations, the following obstacles to greater use of this very important reuse opportunity have been identified:

1. Low tipping fees provide no direct economic incentive to do anything other than dispose of C&D discards.

2. Lack of knowledge that the ReStore exists.
3. Lack of knowledge about the indirect economic benefits of using ReStore, including getting a tax deductible donation receipt and saving on disposal costs.
4. Absent a significant economic incentive, it is difficult to get the attention of busy contractors and tradesmen.
5. Lack of staff to provide pickup of materials results in many missed opportunities to divert materials for reuse.
6. Unless the ReStore can consistently cover its own expenses and begin supporting Habitat for Humanity's mission, the ReStore reuse option may cease to exist.

The foundation of this proposal is the request for funding two California Conservation Corps (CCC) employees for 10 hours a week each to provide C&D material collection for the ReStore. This will serve to overcome one of the primary obstacles to the ReStore's success—convenience of use. This new "convenience of use" will serve as a major theme in the eight-month ReStore promotional campaign, along with promoting the economic benefits of the tax deduction and reduced disposal costs. A cost/benefit analysis will be conducted to determine if ongoing support of collection staff can be justified.

At this critical juncture in the life of the ReStore, we believe an extensive, one-time, multi-media, promotional campaign will give the ReStore the "jump-start" that it needs to ensure its continued survival. Additional outside funding is needed for this purpose. Once this "jump-start" campaign is over, the SWMD and the TAC are committed to additional ongoing smaller-scale promotions.

As a nonprofit, the ReStore has sought out a number of other grant opportunities, and was successful in getting a grant for the purchase of a small truck, and the use of a larger stakebed rental truck for collections during the week has been donated. No other sources of funding for a promotional campaign of this scale have been identified. If this proposal is not funded, ongoing, though significantly smaller-scale, promotions of the ReStore will be conducted through the TAC. However, the key component of this campaign, "convenience of use" through CCC collections, will not be provided.

Section 2: Objectives

The target audience of this promotional effort includes general contractors, specialty tradesmen, home improvement and decorating stores, and self-haulers. The Dun & Bradstreet database puts this audience, sans the self-haulers, at 2,800. In order to maximize the effect of the direct mail package, considerable effort will go into refining this list to only contractors who have pulled permits recently. Newspaper ads and countertop displays will reach a commercial audience broader than our target as well. The campaign slogan "Disposal Costs. Reuse Pays. Could Someone Else Use That?" focuses on the economic benefits of reuse, with convenience being the secondary campaign motivator.

The following outlines the objectives of this outreach effort and how these objectives address the need to significantly increase donations to the ReStore:

1. Use a wide variety of promotional media, repeating the same slogan and photos, to achieve ReStore name recognition among potential repeat donors. Addresses need to overcome lack of knowledge about ReStore.
2. Hire CCC staff to expand the availability of collection. Addresses the inconvenience of using ReStore.
3. Include in all promotional materials information on the various benefits of donating materials to ReStore, such as that donations are tax deductible, reduced disposal costs, supporting a good cause, and better for the environment. Addresses the lack of direct economic incentive.
4. By the end of the grant period, double both the number of donations received at the ReStore and the revenues, using the average of the first nine weeks of operations at the new warehouse as the baseline. Addresses the need to see the ReStore become self-supporting and goal of increased diversion.
5. Use VCMAX newsletters, the promotional business card file, and one-on-one phone calls to provide ongoing reminders to donors to use the ReStore. Addresses the difficulty of getting the attention of busy contractors.

Section 4: Evaluation

The primary measure of this proposal's success is quite easily evaluated—an increase in ReStore's donations and revenues. A report documenting whether the goal of doubling donations and revenues was achieved will be prepared by SWMD staff. To evaluate the relative effect of the various advertising media during the promotional campaign, donors will be asked how they learned about the ReStore, and this data will be compiled into a report. Additionally, a report analyzing the cost of funding collection staff compared to the associated benefit in donations and revenue will be provided by SWMD staff. These three reports will be prepared by November 30, 2001.

Exhibit C: Work Statement Form

Applicant: Ventura County Solid Waste Management Department

Task	Description of Activity	Staff or Contractor	Start and End Dates
	Secure contract with California Conservation Corps.	Staff	12/1/00 1/16/01
	Coordinate photo shoots for reuse/recycling info card, ads and billboards.	Staff	12/4/00 1/8/01
	Compile lists of people pulling permits within last year from building depts of 11 jurisdictions. Develop database for direct mail piece.	Staff	12/6/00 3/5/01
	Reserve billboard space, ideally for a month early in the campaign.	Staff	12/6/00
	Purchase billboard and design ad.	Staff	unknown
	Design promotional reuse/recycling info card.	Staff	12/8/00 1/30/01
	Order phone book ads for 2001 phone book	Staff	12/11/00
	Design imprint for business card files.	Staff	12/14/00 12/28/00
	Produce photos for reuse/recycling info cards, ads and billboards.	Contractor	12/25/00 1/8/01
	Purchase business card files.	Staff	1/1/01 2/13/01
	Research reusable C&D material type categories and weights. Compile into categories for data entry at ReStore, and for eventual diversion calculation.	Staff	1/1/00 1/22/00
	Design direct mail envelope.	Staff	1/16/01 1/31/01
	Design ReStore business cards.	Staff	1/16/01 1/31/01
	Design newspaper ads.	Staff	1/18/01 2/5/01
	Assist in ReStore computer program development for tracking jurisdiction of origin of donated materials and material type.	Staff	1/22/01 2/9/01
	Purchase display ads to begin running February 12, 2001.	Staff	1/22/01 11/23/01
	Print promotional reuse/recycling info cards, direct mail envelopes and ReStore business cards.	Contractor	2/1/01 2/14/01
	Prepare ReStore related articles for VCMAX and trade journals; press releases.	Staff	2/5/01 11/23/01
	Purchase display stands.	Staff	2/8/01 3/22/01
	CCC begin work.	Contractor	2/12/01 11/23/01

	ReStore tracking of CCC collections, how donors heard about ReStore, and data entry of donation material type and originating jurisdiction.	Staff	2/12/01 11/23/01
	Response to campaign generated calls.		2/12/01 11/23/01
	Stuff business card files with business cards.		2/15/00 3/1/01
	Stuff direct mail envelopes, to be mailed by March 12.	Staff	3/2/01 3/9/01
	Distribute reuse/recycling info cards and stands to countertops. Keep stocked.		3/26/01 11/23/01
	Schedule and give presentations to contractors groups and other trade associations.	Staff	3/26/01 11/23/01
	Begin calls to contractors pulling permits for one-on-one education.		6/4/01 11/23/01
	Prepare report on effect of promotional campaign on donations and sales.	Staff	11/23/01 11/30/01
	Prepare report on the relative effect of the different promotional media.	Staff	11/23/01 11/30/01
	Prepare report on costs/benefits of staff for materials collection.	Staff	11/23/01 11/30/01
	Submit reports to CIWMB	Staff	12/3/01

Exhibit D: Budget Itemization

Board Reuse Assistance Grant Funds	Rate	Units		
Professional photos (4) for ads, brochures, etc.			\$3,400.00	
Reuse/recycling info card printing	\$629.44 plus tax	8000	\$675.07	
Envelope's and printing.	\$229.25 plus tax	2500	\$245.87	
Countertop holder for reuse/recycling info card	\$2.07	60	\$133.00	
Display ads	\$443.38	30	\$13,301.40	
Restore business card printing	\$340 plus tax	5000	\$364.65	
Promotional Item: Business Card File		2500	\$7,680.00	
Billboard			\$6,500.00	
Yellow pages ads	\$278.40	2	\$556.80	
	\$537.60	2	\$1,075.20	
Two CCC staff for pickups	\$24.00	400	\$9,600.00	
Total Reuse Assistance Grant Funds Requested			\$43,532	44.87%
Matching Funds				
Coordinate photo shoot	\$66.22	24	\$1,589.28	
Countertop display (40+) distribution and restocking	\$66.22	40	\$2,648.80	
Display ad design	\$74.81	40	\$2,992.40	
	\$35.00	20	\$700.00	
subtotal			\$3,692.40	
Reuse/recycling info card design	\$74.81	40	\$2,992.40	
	\$35.00	20	\$700.00	
subtotal			\$3,692.40	
Envelope design	\$74.81	6	\$448.86	
	\$35.00	4	\$140.00	
subtotal			\$588.86	
Mailing direct mail package to 2500 contractors, stores, etc.	\$0.38	2500	\$952.50	
One-on-one calls to contractors pulling recent permits to educate about ReStore option	\$66.22	96	\$6,357.12	
ReStore business card design.	\$74.81	3	\$224.43	
	\$35.00	3	\$105.00	
subtotal			\$329.43	
Design for business card file	\$74.81	5	\$374.05	
	\$35.00	7	\$245.00	
subtotal			\$619.05	
Billboard ad design and coordination	\$74.81	14	\$1,047.34	
	\$35.00	10	\$350.00	
	\$66.22	10	\$662.20	
subtotal			\$2,059.54	
Stuff business card files with ReStore business cards and reuse/recycling facility reference card.	\$10.00	24	\$240.00	
Stuff envelopes with business card file and literature.	\$45.71	24	\$1,097.04	
Compilation of lists of contractors pulling building/demolition permits from the 11 jurisdictions in Ventura County in the last year, check against Dun & Bradstreet, create lean mailing list for direct mail piece.	\$74.81	35	\$2,618.35	
	\$45.71	12	\$548.52	
	\$66.22	12	\$794.64	
subtotal			\$3,961.51	

Prepare VCMAX-ReStore-related articles, Web page updates, outreach to contractors. Write and disseminate articles for trade publications, newsletters. Write and disseminate press releases. Staff time to respond to calls from articles. Schedule and attend contractors meetings.	\$66.22 \$74.81	49 50	\$3,244.78 \$3,740.50	
subtotal			\$6,985.28	
Research reusable C&D material type weights and compile into categories for calculating diversion.	\$66.22 \$74.81	24 8	\$1,589.28 \$598.48	
subtotal			\$2,187.76	
Analysis of and report on: promotional campaign-related increases in donations and sales; quantity collected through CCC, associated diversion and revenue; relative effect of different campaign media.	\$74.81 \$66.22	48 30	\$3,590.88 \$1,986.60	
subtotal			\$5,577.48	
Assist with upgrading of ReStore computer system for tracking jurisdiction and material type.	\$74.81	10	\$748.10	
Development of contract with California Conservation Corps.	\$74.81	24	\$1,795.44	
subtotal	\$86.27	6	\$517.62	
			\$2,313.06	
ReStore staff tracking of CCC collections, tracking where donors learned about ReStore, data entry of material types, addresses and weights..	\$10.00	290	\$2,900.00	
Grant budget administration	\$66.22 \$37.20 \$34.78 \$86.27	32 20 40 8	\$2,119.04 \$744.00 \$1,391.20 \$690.16	
subtotal			\$4,944.40	
Total Matching Funds			\$53,484	55.13%
Total Project Cost			\$97,016	

WAYNE
Smith

PHOTOGRAPHY

805.458.2761

4882 Mission

Suite 280

Menlo Park

CA 94025

4916

DATE 8-24-00

JOB # P.O. #

☐ INVOICE ☒ ESTIMATE

DEADLINE

CLIENT County of Ventura

CONTACT

PHONE

FAX

ADDRESS

zip

JOB/DESCRIPTION Location photography for ads

Brochure, Billboards, Newspaper.

AMOUNT

CREATIVE FEE:

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
	This estimate is based on shooting 4 construction site shots for a recycling ad campaign. These prices include, up to 2 days, with one assistant. This also includes creative fees, usage fees, and all film processing, polaroids, tests, lensa rental etc.		
	The county will supply all models.		
	1 year usage		2,650. ⁰⁰ / ₁₀₀
	2 years "		2,950. ⁰⁰ / ₁₀₀
	5 years "		3,400. ⁰⁰ / ₁₀₀

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SUBTOTAL:

SALES TAX:

TOTAL:

LESS ADVANCE DEPOSIT:

AMOUNT DUE:

PHOTOGRAPHIC PRINT RIGHTS Media Usage

Rights Licensed /Time Period

to

Photo Credit: ☒ Yes ☐ No

TERMS: NET

LATE CHARGE OF 1 1/2% PER MONTH AFTER

CLIENT

DATE

TOTAL P.01

commander
PRINTED PRODUCTS
Business Printing • Product Packaging • Promotional Items

QUOTATION

August 24, 2000

County of Ventura
Recycling Program
ATTN: [REDACTED]

Here are prices as requested:

6" x 9" CATALOG ENVELOPE:

* 24# white wove (not available in recycled), printing in standard green ink:

2,500 \$91.70 per thousand

* CARD INSERT:

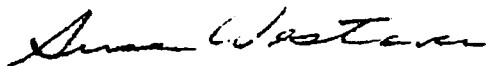
7" x 3-3/4", printing in two PMS colors on both sides on 80# white recycled vellum bristol:

8,000 \$78.68 per thousand

No overs/unders - quoted as exact quantity. Artwork to be provided or can be done for an additional charge.

Production time is approximately two weeks. Please let me know if I can be of any further assistance.

Sincerely,

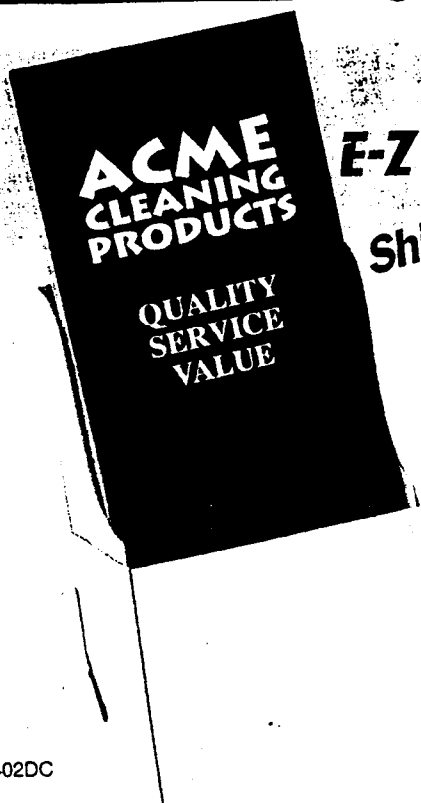


Susan Westover

sgw

☒ NOTE: If checked, this order is subject to overruns or underruns of 10%. If exact quantity is needed, add 5% to total price per M.

1660 PALMA DRIVE, SUITE 101 • VENTURA, CA 93003 • (800) 722-3676 • (805) 644-4368 • FAX (805) 644-4134

Sturdy And Economical **E-Z FOLD**

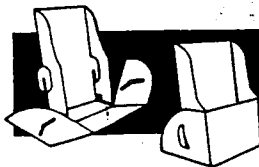
402DC

402DC In-stock "all-purpose" blank white holders. Our most economical way to display literature.

E-Z FOLD 4
Ships Flat

Our most economical counter top holders

- Made from durable, affordable poster board, EZ Fold 4 is the answer to low cost seasonal promotions.
- The special angle back feature holds your literature straight and tall, prevents material from slumping over in the pockets.
- In-Stock holders available for "At Once" delivery.



EZ Fold 4's are manufactured from sturdy 50 point poster board - ship flat in one piece - snap together in seconds.



412DC

Free Take One

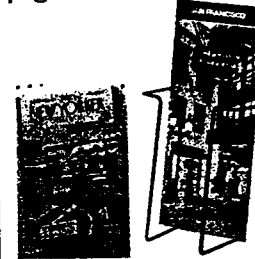
412DC "Free Take One" holders. Invites customers to help themselves to your literature. Imprinted in black.

422DC with 1 color custom imprint



422DC Custom imprinted holders. Your custom message, imprinted on the front of the holder, creates interest, helps tell your story.

For a low cost permanent wire holder see Versa Pocket on pages 48 & 49.



Magazine Size Holders

Choose from three styles for 8 1/2" x 11" literature



822DC Enhance customer recognition by silk-screening your message or logo directly onto holder. Shown above with 1 color imprint.



Free Take One

812DC Attention-getting holder has "Free Take One" imprinted in black across front. In-stock for quick shipping.

E-Z FOLD 4
Ships Flat

802DC Practical and economical non-imprinted blank white holders. In-stock and ready to ship.



Interested in **CUSTOM IMPRINTING?**
Call for our special imprinting help sheet

We ask for black and white reproduction grade copy of type, logo and/or imprint suitable for silkscreen, with no touch-ups required.

Style	W	H	D	Description	20	60	100	300	500	1000	3000
402DC	4 1/4"	5 3/4"	1 1/2"	Blank white holder	2.89	1.33	.89	.57	.50	.44	.39
412DC	4 1/4"	5 3/4"	1 1/2"	"Free Take One" holder	3.95	2.07	1.55	1.03	.92	.82	.68
422DC	4 1/4"	5 3/4"	1 1/2"	Imprinted holder	Min. order 100	2.83	1.35	1.03	.82	.62	.53
802DC	8 3/4"	10 1/4"	2"	Blank white holder	4.07	2.68	1.93	1.39	1.23	1.05	.93
812DC	8 3/4"	10 1/4"	2"	"Free Take One" holder	4.47	2.86	2.43	1.93	1.65	1.41	1.23
822DC	8 3/4"	10 1/4"	2"	Imprinted holder	Min. order 100	3.92	2.16	1.75	1.40	1.14	1.14
2C-DC				2nd color	Min. order 100	1.94	.77	.53	.36	.23	.23

50 SHIPS UPS - FOB MN WAREHOUSE. Screen charge for 422DC/822DC - \$35 per color for initial order, \$20 on reruns. Prices are per holder.

Aug. 28, 2000

Ventura County Solid Waste
[REDACTED]
[REDACTED]
[REDACTED]Ventura County Star
Acct Exec: Carol Choura
Phone: (805) 654-1725
Fax: (805) 644-1907

Sundays Full County - Business

3 col x 10 3/4 "

December 17th	\$414.38
December 24th	\$414.38
December 31st	\$414.38
Subtotal	\$1,243.14

Sundays thru mid-December 2001	\$	443.38
(projected 7% rate increase for next year)	X	49 weeks
Subtotal		\$21,725.62

TOTAL \$22,968.7530 ads
To run Feb 12 - Nov 1443.38
x 30 weeks

\$13,301.40

TOTAL P. 01



*Business
Cards*

Atten: [REDACTED]

Item: B.C.

Ink: 2 PMS

Stock: Re. White

Qty: 5M

Cost: 340.00 + TAX

Thanks,
DAVID

—ESTABLISHED 1937—
222 North Ventura Avenue • Ventura, California 93001
(805) 643-2266 • Fax (805) 643-6947 • E-mail: clkprint@pacbell.net



Pers. IN 46970
 765-473-4502 / 800-671-8232
 Fax 765-473-5989

DATE	ESTIMATE NO.
8/26/2000	000024-1R

COMPANY / NAME
Public Works Solid Waste
800 Victoria Ave. Ventura, CA 93009-1650

TERMS
50% Down 50% on Del

ITEM	DESCRIPTION	QTY	COST EA.	TOTAL
10300	Junior Business Card File	2,500	2.64	6,360.00
SUSC	Screen-Charge/Set-Up (Per Location) inside and outside	2	65.00	130.00
AC	Additional Charge (per Pocket on backside)	2,500	0.25	625.00
SH	Shipping and Handling	1	575.00	575.00
TOTAL				\$7,690.00

PLEASE REMIT TO ADDRESS ABOVE

To pay by credit card: ☐ Visa ☐ MC ☐ Discover ☐ Amex
 Exp. Date: /

Signature

Please feel free to call with any questions regarding this estimate at
 800-671-8232
 Pricing subject to final net approval

SIGNATURE



MEMORANDUM

To: [REDACTED]
From: TIM PRUTOW
Date: August 28, 2000
Subject: Billboard

The cost for 1 14x30 Bulletin on the 101 fwy at Victoria is \$6,500 per month and this rate includes production.

Friday, August 25, 2000

County of Ventura
Attn: [REDACTED]

RE: Ventura Directory

Dear [REDACTED]:

Following is the information you requested:

2HS (1" space listing) - under each heading of "Recycling" and "Thrift Stores"
would total \$556.80 per year

Sincerely,
Jennifer Sandwisch
Regional Marketing Manager
818-719-8810



GTE Directories

Verizon

FAX Transmission

FROM

Judy Taaler

DISTRICT SALES MANAGER

Date: 8/25/00
From: Judy Taaler
Fax Number: (805) 485-7711
Phone Number: (805) 485-9601 ext. 2300
Toll Free: (800) 540-5298 ext. 2300
To: [REDACTED]

Total Number of Pages to Follow:

☐ Please Call
Me ASAP☒ Per Our
Discussion

Additional Comments:

Hello [REDACTED],
To advertise 2 ads (2H3) under
2 headings, your cost would be
\$78.00 a month in the Oxnard Book.
The same items in our Thousand Oaks directory
would be 44.80.

Thank you

Judy Taaler

GTE Directories Corporation • 1327 Del Norte Road • Camarillo, CA 93010

TOTAL P.01

CALIFORNIA CONSERVATION CORPS

Camarillo Base
P.O. Box 6022-GCC, Camarillo, CA 93011-6022
(805) 484-4345 FAX (805) 484-8247



August 15, 2000

[Redacted]
Waste Management Analyst
Ventura County Solid Waste Management Board
800 South Victoria
Ventura, CA 93009-1650

Dear [Redacted]

Thank you for the opportunity to bid this project. The California Conservation Corps values its relationship with the Ventura County Solid Waste Management Board and look forward to working on this project with you.

The hourly rate for a California Conservation Corps employee is \$12.00 an hour. This rate includes workers compensation; the employee will be dressed in a uniform with all safety gear i.e. boots, hard hat, etc. There is no minimum hours per week. An example of this is if were seeking a corpsmember to drive two days a week for five hours each day the cost to you would be \$120.00 per week.

If I can be of further assistance please let me know.

Sincerely,

A handwritten signature in cursive script that reads 'Terri Kirby'.

Terri Kirby
California Conservation Corps
Conservation Supervisor
P.O. Box 6022-C.C.C.
Camarillo, CA 93011-6022
(805) 484-4345 ext. 16

TO

DATE
CLIENT
A.P.

8/24/00
Waste Mgmt.

JOB DESCRIPTION: Color Photography On Location For Brochure
& Newspaper Ads In Ventura County.

FEES			\$ 4,800.00
Photo Fee	\$ 1,200.00 (per ad)	\$ 4,800.00	
Buyout			
Prep Fee			
Casting Fee			
Weather Delay			
FILM & PROCESSING			\$ 650.00
Color Film & Polaroids		\$ 650.00	
B&W Film Polaroids			
B&W Prints Size 00 Qty. 00			
EXPENSES			\$ 1,100.00
Assistants		\$ 500.00	
Stylist/Coordinators			
Props		Client	
Wardrobe		Client	
Custom-Made Items-Stage/Models,Etc.			
Backdrops/Backgrounds			
Equipment/Lighting Rentals		\$ 150.00	
Auto/Truck Rentals			
Liability Insurance		\$ 200.00	
Travel (Air/Hotel/Meals)			
Computer Scans & Compositing			
Location Scouting			
Location Fees & Permits			
Messengers & Misc.		\$ 250.00	
TALENT			\$ -
Models Qty. 4		Client	
Animals & Trainers			
Wardrobe Stylist			
Hair & Makeup Stylist			
Teachers			
SUMMARY			
Fees	\$ 4,800.00		
Film & Processing	\$ 650.00		
Expenses	\$ 1,100.00		
Talents	Client		
TOTAL ESTIMATE			\$ 6,550.00

THIS ESTIMATE IS BASED ON A 2 DAY PHOTO SHOOT AND A 10% CONTINGENCY.
TOTAL AMOUNT OF SHOTS INCLUDED IN THIS ESTIMATE ARE 4 COLOR & 00 B&W
PRINTS. ANY FURTHER SHOTS TAKEN ON DAY OF SHOOT WILL INCUR EXTRA CHARGES.
AGENCY WILL BE LIABLE FOR ANY EXTRA COSTS INCURRED ON DAY OF SHOOT THAT
ARE APPROVED & SIGNED FOR ON AMENDMENT TO ESTIMATE FORM.

SIGNATURE _____ TITLE _____

5245 Melrose Ave. Los Angeles, CA 90038 323.469.8260

Not
Selected

CLARK'S PRINTING CO., INC.

222 N. VENTURA AVE.
VENTURA, CA 93001
PHONE (805) 643-2266
FAX (805) 643-6947
E-MAIL clkprint@pacbell.net

Not
Selected

BID REQUEST

PREPARED FOR: County of Ventura

ADDRESS: _____

PHONE: _____ FAX: _____

DESCRIPTION (S): Inserts

FINISHED SIZE: 7 1/4 x 3 3/4

PAPER STOCK: 80# Bright White Cover

INK COLOR (S): 2 Over 2

ARTWORK PROVIDED: YES X NO _____ NOTE: Clark's to Provide Film

FORMAT: DISK: X FILM: _____ ARTBOARD: _____

PROOFING: Provided

BINDERY: _____

FINISHING: _____

DELIVERY: Pick-Up and Delivery Included

MISCELLANEOUS: _____

QUANTITY	PRICE
<u>8,000</u>	<u>\$ 680.00</u>
<u> </u>	<u>\$ _____</u>
<u> </u>	<u>\$ _____</u>
<u> </u>	<u>\$ _____</u>

David Gregory
CLARK'S REPRESENTATIVE

August 24, 2000
DATE

CLARK'S PRINTING CO., INC.

222 N. VENTURA AVE.
VENTURA, CA 93001
PHONE (805) 643-2266
FAX (805) 643-6947
E-MAIL clkprint@pacbell.net

Not
Selected

BID REQUEST

PREPARED FOR: County of Ventura - [REDACTED]

ADDRESS: _____

PHONE: [REDACTED] FAX: [REDACTED]

DESCRIPTION (S): Catalog Envelopes

FINISHED SIZE: 6 x 9

PAPER STOCK: 28# White Catalog Envelopes

INK COLOR (S): 1 Color

ARTWORK PROVIDED: YES X NO _____ NOTE: Clark's to Provide Film

FORMAT: DISK: X FILM: _____ ARTBOARD: _____

PROOFING: Provided

BINDERY: _____

FINISHING: _____

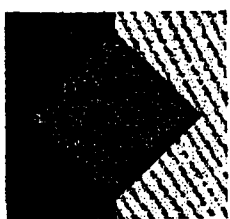
DELIVERY: Pick-Up and Delivery Included

MISCELLANEOUS: _____

QUANTITY	PRICE
<u>2,500</u>	<u>\$ 252.00</u>
_____	<u>\$ _____</u>
_____	<u>\$ _____</u>
_____	<u>\$ _____</u>

David Gregory
CLARK'S REPRESENTATIVE

August 24, 2000
DATE



the alternative copy shop

4435 McGrath, Suite 310
Ventura, CA 93003
805/658/1833
Fax 805/658/8353

8/25/00

To: [REDACTED]

From: John Wilson, The Alternative Copy Shop

I understand and respect your need for recycled paper and have found a source that will provide all the stock in recycled paper.

Job 1: 6x9 envelopes printed on one side in one color for 2500 pcs. on 50% post consumer recycled paper.
\$564.05

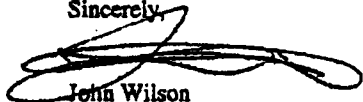
If run on a none recycled stock the cost will be \$403.10

Job 2: 7.75x3.75 cards printed on both sides in two PMS colors on recycled stock for a quantity of 8000
will be \$907.50

Job 3: Buisness cards printed one sided for 5000 pcs. on 100% recycled stock will be \$477.05

Thank you for the opportunity to work with your organization. If you have any questions or concerns
please contact me.

Sincerely,


John Wilson

*Not
Selected*

♻️ Printed on recycled paper

CLARK'S PRINTING CO., INC.

222 N. VENTURA AVE.
VENTURA, CA 93001
PHONE (805) 643-2266
FAX (805) 643-6947
E-MAIL clkprint@pacbell.net

*Not
Selected*

BID REQUEST

PREPARED FOR: County of Ventura - [REDACTED]

ADDRESS: _____

PHONE: [REDACTED] FAX: [REDACTED]

DESCRIPTION (S): Catalog Envelopes

FINISHED SIZE: 6 x 9

PAPER STOCK: 28# White Catalog Envelopes

INK COLOR (S): 1 Color

ARTWORK PROVIDED: YES ☒ NO ☐ NOTE: Clark's to Provide Film

FORMAT: DISK: ☒ FILM: ☐ ARTBOARD: ☐

PROOFING: Provided

BINDERY: _____

FINISHING: _____

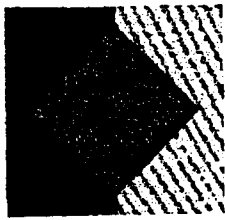
DELIVERY: Pick-Up and Delivery Included

MISCELLANEOUS: _____

QUANTITY	PRICE
<u>2,500</u>	<u>\$ 252.00</u>
<u> </u>	<u>\$ _____</u>
<u> </u>	<u>\$ _____</u>
<u> </u>	<u>\$ _____</u>

David Gregory
CLARK'S REPRESENTATIVE

August 24, 2000
DATE



the alternative copy shop

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Ventura, CA 93003
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8/25/00

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\$564.05

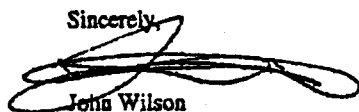
If run on a none recycled stock the cost will be \$403.10

Job 2: 7.75x3.75 cards printed on both sides in two PMS colors on recycled stock for a quantity of 8000
will be \$907.50

Job 3: Buisiness cards printed one sided for 5000 pcs. on 100% recycled stock will be \$477.05

Thank you for the opportunity to work with your organization. If you have any questions or concerns
please contact me.

Sincerely,



John Wilson

*Not
Selected*

♻️ Printed on recycled paper

commander
PRINTED PRODUCTS
Business Printing • Product Packaging • Promotional Items

QUOTATION

August 25, 2000

Not
Selected

County of Ventura
Recycling Program

ATTN: [REDACTED]
[REDACTED]

Here are prices for cards, as requested:

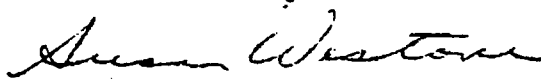
BUSINESS CARDS:

3-1/2" x 2", printing in two PMS colors on front only, on 80# Classic Crest Cover, Avon
Brilliant White, recycled stock - all the same copy:

5,000	\$78.57 per thousand
6,000	65.52 per thousand

Production time is approximately two weeks. Artwork may be provided, or can be done for an additional charge.

Sincerely,



Susan Westover

sgw

☐ NOTE: If checked, this order is subject to overruns or underruns of 10%. If exact quantity is needed, add 5% to total price per M.

1650 PALMA DRIVE, SUITE 101 • VENTURA, CA 93003 • (800) 722-3676 • (805) 644-4368 • FAX (805) 644-4134

Exhibit E: Letters of Support and Statement of Experience

The primary Solid Waste Management Department staff who will be working on this project are [REDACTED] and [REDACTED]

[REDACTED] has worked for the Solid Waste Management Department for 10 years. She has written and administered grants for the department, has designed numerous brochures, displays, ads and other promotional materials, has coordinated promotional campaigns and educational efforts. Lorraine founded and implemented the Ventura County Materials Exchange program.

[REDACTED] has worked for the Solid Waste Management Department for 2 years, and has been involved in the waste industry for 10 years. She is the coordinator for the Ventura County Materials Exchange (VCMAX) program. [REDACTED] reviews and conditions land use entitlements for the department, and in that role interfaces directly with architects and contractors to educate them about reuse and recycling opportunities, and in turn learns about the real-world challenges that are faced in field. She has developed a stakeholders group of builders that provides feedback on the departments programs and strategies.



August 19, 2000

167 LAMBERT STREET
OXNARD, CALIFORNIA 93030
805/485-6065 tel
805/485-5795 fax

To Whom it May Concern:

Subj: Support for grant proposal

e-mail: habitatvc@vcnet.com

The Habitat for Humanity ReStore is a fund raising source and program-extending resource for Habitat for Humanity of Ventura County. This non-profit organization seeks to eliminate substandard housing in Ventura County through the construction and repair of simple decent housing for low income families. HfH/VC is currently building homes on 22 lots in the Hispanic community of Piru. Three goals of the ReStore are to help low income homeowners with home improvement, reduce the adverse impact of discarded materials on the environment, and help Habitat for Humanity raise funds.

Critical to accomplishing these goals is getting out the word – letting people know that we accept no longer needed used or new materials, and we sell them to the public at discounted prices. We are a thrift store for building materials.

In a cooperative effort with the Ventura County Solid Waste Department and the Technical Advisory Committee of Cities, we developed a small public outreach campaign which helped to increase our gross revenue two to three times. Included in this campaign were Spanish language radio ads, which resulted in an increase in Hispanic customers. A similar increase occurred when we were featured in a column on the front page of a section of the local newspaper.

With a minimal investment in public outreach, we have been very successful in increasing our traffic, bringing in paying customers and donors. A media outreach campaign could magnify these returns. Our initial small scale public outreach campaign in conjunction with the County has demonstrated that getting the information before the public can effectively increase both sales and donations.

I heartily endorse this proposal as an outstanding cooperative effort between solid waste recyclers and builders of housing for low income families.

Sincerely

A handwritten signature in cursive script that reads "Nancy S. Stehle".

Nancy S. Stehle
ReStore Coordinator



August 27, 2000

California Integrated Waste Management Board
8800 Cal Center Drive
Sacramento, California 95826

Re: ReStore Grant Application

Dear Selection Committee:

I strongly urge your support for the grant funding of the Habitat for Humanity ReStore. This is a program in critical need with the potential to be Ventura County's most important option for reuse of construction and demolition discards. A multi-media campaign, one of the core plans in the grant application, is imperative and could serve as a model C&D resource recovery strategy for other jurisdictions in California.

I hope your selection committee will also find the inclusion of the California Conservation Corps for job training and ReStore staffing as indication that the proposal will connect organizational and facility commitment to resource recovery. As Co-chair for the Technical Advisory Committee (TAC), I am also deeply concerned with providing countywide collection of reusable building materials at construction sites and homes that is convenient and effective.

Habitat for Humanity's ReStore is the answer in Ventura County. Your grant award would go a long way in establishing the ReStore as a sustainable collection point for reusable building materials. Thank you for your consideration.

Sincerely,

Jay Duncan
Recycling Manager
Co-Chair Technical Advisory Committee

Solid Waste Reduction and Disposal Program
P.O. Box 10000, Oxnard, California 93030 • (805) 385-8060 • Fax (805) 385-7935

TOTAL P.02

Exhibit F: Green Procurement Policy

PROGRAM CRITERIA
Recycled Content Purchasing Policy
(Green Procurement)
Verification Form
(Criterion #7 - 10 points)

Definition: A policy of an agency specifically to purchase recycled-content products instead of non-recycled products whenever price, quality, and availability are comparable.		
(4 Points) Green Procurement Policy Adopted: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Date Policy was Adopted: April 17, 1990,		
(4 Points) Describe your Green Procurement Policy: The wording of our procurement policy is attached. The policy allows up to a ten percent price preference for recycled-content paper products, and supports and encourages the use of reusable, recyclable, and recycled-content products in general. Check the boxes that correspond with the types of recycled products you have previously purchased:		
<input checked="" type="checkbox"/> Office paper supplies	<input type="checkbox"/> Janitorial paper products	<input type="checkbox"/> Others, please list:
<input type="checkbox"/> Shipping boxes	<input checked="" type="checkbox"/> Toner cartridges	_____
<input type="checkbox"/> Construction/building materials	<input type="checkbox"/> Floor coverings	_____
<input checked="" type="checkbox"/> Re-tread tires	<input checked="" type="checkbox"/> Compost/Mulch	_____

(2 Points)

Evaluate your Green Procurement Policy:

- 1) What aspects have been successfully implemented?
- 2) What areas need improvement?

The aspect of the procurement policy that is now working the best is the purchase of paper products with recycled content. We are no longer needing to use the full 10% price preference. An area that we'd like to see improved is the procurement of rubberized asphalt for roads. We have run up against obstacles in this area as the use of rubberized asphalt requires special equipment, and so is only practical on very large projects.

Exhibit F: Green Procurement Policy

PROGRAM CRITERIA
Recycled Content Purchasing Policy
(Green Procurement)
Verification Form
(Criterion #7 - 10 points)

Definition: A policy of an agency specifically to purchase recycled-content products instead of non-recycled products whenever price, quality, and availability are comparable.

(4 Points)

Green Procurement Policy Adopted: Yes ☒ No ☐ Date Policy was Adopted: April 17, 1990,

(4 Points)

Describe your Green Procurement Policy:

The wording of our procurement policy is attached. The policy allows up to a ten percent price preference for recycled-content paper products, and supports and encourages the use of reusable, recyclable, and recycled-content products in general.

Check the boxes that correspond with the types of recycled products you have previously purchased:

<input checked="" type="checkbox"/> Office paper supplies	<input type="checkbox"/> Janitorial paper products	<input type="checkbox"/> Others, please list:
<input type="checkbox"/> Shipping boxes	<input checked="" type="checkbox"/> Toner cartridges	_____
<input type="checkbox"/> Construction/building materials	<input type="checkbox"/> Floor coverings	_____
<input checked="" type="checkbox"/> Re-tread tires	<input checked="" type="checkbox"/> Compost/Mulch	_____

(2 Points)

Evaluate your Green Procurement Policy:

- 1) What aspects have been successfully implemented?
- 2) What areas need improvement?

The aspect of the procurement policy that is now working the best is the purchase of paper products with recycled content. We are no longer needing to use the full 10% price preference. An area that we'd like to see improved is the procurement of rubberized asphalt for roads. We have run up against obstacles in this area as the use of rubberized asphalt requires special equipment, and so is only practical on very large projects.

RESOLUTION OF THE COUNTY OF VENTURA
ESTABLISHING A PROCUREMENT POLICY
FOR REUSABLE AND RECYCLED PRODUCTS

WHEREAS, the volume of material disposed of at sanitary landfills in Ventura County has been increasing annually, and

WHEREAS, sanitary landfill space is at a premium, and it is becoming increasingly difficult to site new landfills, and

WHEREAS, much of the material that enters the wastestream can be recycled and reused or incorporated in the manufacture of new products, and

WHEREAS, County participation in and promotion of recycling programs can significantly reduce the volume of material entering the wastestream thereby extending landfill life expectancy and reducing expenses, and

WHEREAS, for recycling programs to be effective, markets must be developed for products which incorporate post consumer materials in their manufacture, are reusable, or are designed to be recycled, and

WHEREAS, California State Law requires that local agencies buy recycled products if fitness, quality and price are equal to nonrecycled products and allows local agencies to adopt purchasing preferences for recycled products.

NOW THEREFORE, BE IT RESOLVED, DETERMINED, AND ORDERED as follows:

A. PURPOSE AND INTENT

It is the intent of the County of Ventura that the County take a leadership role not only in recycling its waste products but also in the purchase of, reusable and recycled products for use in the delivery of County Services. It is the purpose of this section to provide direction to all County departments, agencies, offices, boards and commissions in the procurement and use of reusable and recycled products.

B. POLICY

1. It is the policy of the County of Ventura to purchase and use recycled products whenever possible to the extent that such use does not negatively impact health, safety, or operational efficiency.
2. Purchase of products which cannot be recycled or reused is strongly discouraged.

3. County departments shall examine their purchasing specifications and, where feasible, restructure them to include the use of products which incorporate recycled materials in their manufacture, reusable products, and products designed to be recycled.
4. Outside contractors bidding to provide products or services to the County, including printing services, shall be encouraged to comply with the specifications described in paragraph 3.
5. Whenever feasible, recycled paper shall be purchased and used in all copy machines and shall also be used for printing purposes.
6. When recycled products are used, reasonable efforts shall be undertaken to label the products to indicate that they contain recycled materials. County departments and agencies shall encourage for their mast-head stationery and envelopes, the use of recycled paper that includes the maximum amount of postconsumer recycled content feasible or as a minimum that which is defined in California Public Contracts Code, section 12161, and indicate on the stationery that it contains recycled material. The percentages of post-consumer and secondary content shall be spelled out in the bid specifications for letterhead and other paper grades based on industry availability. Other recycled products used by the County shall also indicate the percentage of recycled material.
7. Up to and not more than a ten percent (10%) price preference may be given to qualified recycled paper products. The preference percentage shall be based on the lowest bid or price quoted by the supplier or suppliers offering non-recycled paper products. Price preferences for other products will be determined on a case by case basis and added to this procurement policy as future amendments.
8. The County will cooperate with neighboring city and county governments in an effort to develop a comprehensive, consistent and effective procurement effort intended to stimulate the market for recycled products, reusable products, and products designed to be recycled.

Upon motion of Supervisor Flynn, seconded by Supervisor Erickson and duly carried, the foregoing resolution was approved on April 17, 1990.

PASS AND ADOPTED THIS 17th DAY OF April, 1990, by the following vote:

Exhibit G: Attach Documentation of Re-Refined Motor Oil Usage

Re-Refined Oil Purchasing Policy Verification Form

(Criterion #8 - 5 Points)

Definition: A policy of an agency specifically to purchase and use re-refined oil in agency vehicles and equipment.
(2 Points) Re-Refined Oil Policy Adopted: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Date Policy was Adopted: 1994
(2 Points) Describe your agency's Re-Refined Oil Policy. List types of vehicles or equipment in your agency that use re-refined oil. All light-duty vehicles, which includes about 800 cars and pickups. Rerefined oil is not used in some construction-related equipment or in the sheriffs' black and whites.
(1 Point) Evaluate your agency's Re-Refined Oil Policy: 1) What aspects have been successfully implemented? 2) What areas need improvement? 1. All aspects of The County of Ventura's re-refined oil policy have been successfully implemented. 2. No aspect of the policy has needed improvement. A minor matter regarding bid method needed improvement in 1998, when one company provided a lower bid for re-refined oil in quart containers and another provided a better bid for re-refined oil in bulk containers. The County needed oil delivered by both methods and resolved the conflict by splitting the bid and awarding parts of it to each company.



GENERAL SERVICES AGENCY
Support Services — Fleet Services
664 El Rio Drive
Oxnard, CA 93030
(805) 388-4570

f a c s i m i l e

09/23/99

Dave Goldstein
Solid Waste Dept.
FAX: 805-648-9233

Dear Mr. Goldstein:

County of Ventura/GSA Fleet Services currently uses re-refined oil in the majority of Ventura County vehicles. This policy has been in effect for five years. We have not experienced any difficulty with the service or reliability due to the use of re-refined oil.

Sincerely,

A handwritten signature in black ink, reading "Tony M. Patton". The signature is written in a cursive style with a large, stylized "T" and "P".

Tony M. Patton, Manager
GSA Fleet Services, County of Ventura
Tel: 805-388-4570, FAX: 805-388-4526

TMP/jm

DGoldsteinRe-refined.doc

Page 1 of 1

09/23/99



Printed on Recycled Paper

TOTAL P.01

**RESOLUTION AUTHORIZING SUBMITTAL OF A GRANT APPLICATION TO THE
CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD FOR A
REUSE ASSISTANCE GRANT FOR THE PERIOD
OF DECEMBER 1, 2000 THROUGH DECEMBER 1, 2001**

WHEREAS, the California Integrated Waste Management Board (CIWMB) approved the Evaluation Process, Scoring and Preference Criteria for their Reuse Assistance Grants during their June 20-21, 2000 regular meeting; and

WHEREAS, the concept of "Reuse" is an integrated approach which encompasses several key integrated waste management objectives such as; building materials efficiency, construction and demolition waste reduction, and the maximization of reused- and recycled-content building and landscaping materials; and

WHEREAS, the procedures established by CIWMB governing the submittal of grant applications for Reuse Grants require that the applicant's governing body must adopt an appropriate resolution authorizing the Solid Waste Management Department to submit a grant application to the CIWMB as part of its application package; and

WHEREAS, upon the SWMD receiving notice that the CIWMB has decided to award the County of Ventura a Reuse Grant under this program, the SWMD will prepare a Board letter transmitting a complete description, schedule and budget of the funded programs, as well as a standard grant agreement from the CIWMB; and

WHEREAS, upon confirmation of the grant award and subject to the final approval of the Board of Supervisors, SWMD, on behalf of the County of Ventura, will enter into an agreement with the State of California for the development and implementation of the Reuse project described in the grant award.

NOW, THEREFORE, BE IT RESOLVED, the Ventura County Board of Supervisors takes the following actions:

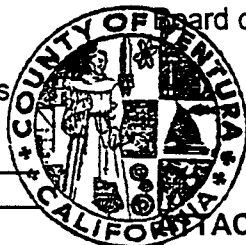
1. Authorizes the Solid Waste Management Department, on behalf of the County of Ventura, to submit a grant application to the California Integrated Waste Management Board for a Reuse Grant; and
2. Authorizes the Deputy Director of Public Works, or her designee, to execute all necessary applications and amendments to applications for the purposes of securing a Reuse Grant from the CIWMB, and subject to final Board approval, to implement and carry out the purposes specified in the grant application.

ADOPTED this 12th day of September 2000, by the Ventura County Board of Supervisors.

ATTEST:

RICHARD D. DEAN, County Clerk
County of Ventura, State of California
And Ex-Officio Clerk of the Board of Supervisors
Thereof.

By: *Roberta Rodriguez*
Deputy Clerk of the Board



Kathy I. Long
KATHY I. LONG, Chair
Board of Supervisors